


 The Institute for Individual and Organizational Change
Motivational Interviewing
Effectively Engaging in Change
Casey Jackson, LICSW, ACSW, CDC, CCFC
 509-981-9851 casey.jackson@ifioc.com

Motivational Interviewing

Primary Goals of MI:

- ❖ Reduce/Minimize resistance
- ❖ Explore discrepancy between behavior and values/goals... resolve ambivalence
- ❖ Elicit “change talk” and move into behavior change

Motivational Interviewing


Vocational Rehabilitation Research

 **CANADA**

- 2400 participants
- 25% decrease in participants being released from the program
- 34% increase in first-time employed
- 48% increase in 6-month employment retention

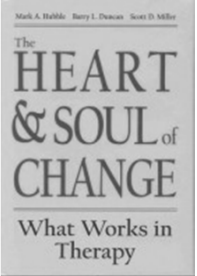
Motivational Interviewing

Vocational Rehabilitation Data

 **Washington State**

- 19% drop in applications
- ↓ time to plan from 7 meetings down to 3 meetings
- 40% reduction in Fair Hearings
- VRCs ‘competent’ in MI spent approx 15% less per rehab (30% less ‘other’)
- Rehab rate of 53%... VRCs w/ MI rehab rate 77%

The Heart & Soul of Change:
What Works in Therapy


 Mark A. Hubble Barry S. Duncan Scott D. Miller
Mark Hubble, Barry Duncan and Scott D. Miller

FOUR COMMON FACTORS

- ❖ Placebo/Hope/Expectancy –
- ❖ Models/ Techniques –
- ❖ Client Variables, Extra-therapeutic Factors –
- ❖ Relationship –

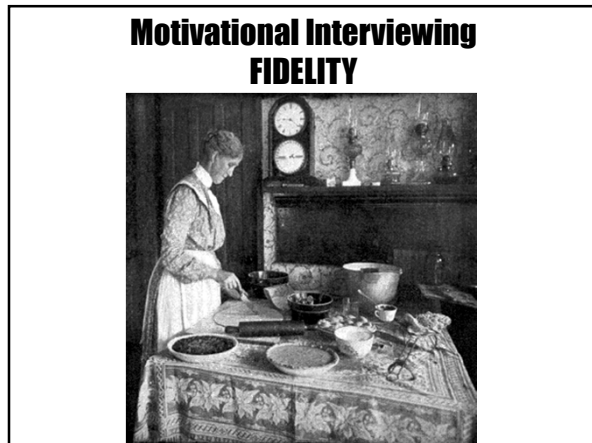


MI Spirit

Collaboration
Partnership of experiences

Evocation
Draw out/ elicit ideas, barriers, solutions

Autonomy/Support
Retain the right - acknowledge the truth



How is Motivational Interviewing an EBP?

MI =

How do I know when to use MI as my primary approach?

- ✓Resistance
- ✓Low motivation
- ✓Hesitancy to engage in services
- ✓Difficulty changing a desired behavior

When would I be less likely to use MI as my primary approach?

When a client is motivated and already working on making positive changes

Motivational Interviewing

...is goal-oriented

Person-centered, Directional
method of communication for enhancing intrinsic motivation by exploring and resolving ambivalence about change

Stages of Change Model

Offers framework for understanding resistance and behavior change

Series of stages through which people progressively pass as they change behavior

Realities of Change

"He who would learn to fly one day must first learn to stand and walk and run and climb and dance; one cannot fly into flying." Friedrich Nietzsche

- ❖ **Most change does not occur overnight**
- ❖ **Change is a gradual process with occasional setbacks** – Not an outcome
- ❖ **Both a temporal and a task component**
- ❖ **Other positives/successes occurring**
- ❖ **Contextual: all elements of the person are affected (H.A.L.T.)**

Assumptions of SOC Model

- ❖ **People can get stuck in the early stages.**
- ❖ **Individuals who are hesitant or reluctant resist being pushed to action/change**
- ❖ **Intervention most effective when appropriate to individual's stage of change (Stage Matching).**



Cues for Pre-Contemplation

- ❖ **Partly or completely unaware that a problem exists.**
- ❖ **Ignores or resists evidence.**
- ❖ **Not considering change/do not intend to change in the foreseeable future.**
- ❖ **Unwilling or too discouraged to change.**

Pre-contemplation

CHARACTERISTICS: Appear to be hesitant, argumentative, hopeless or in "denial."

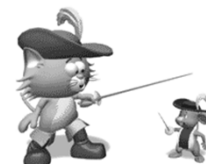
TRAP: natural tendency is to try to "convince" them or push into action

YOUR ROLE: actively listen & empathically engage

Pre-contemplation

GOAL: Reduce resistance... ease into exploring ambivalence regarding change

DO NOT: argue or try to convince – this engenders resistance.



Cues for Contemplation

- ❖ Becomes aware that a problem exists
- ❖ Considering the possibility of change
- ❖ Acknowledges concern and reason to change
- ❖ Ambivalent – reasons to change and reasons not to change
- ❖ Can get stuck in “Chronic Contemplation” – substitute thinking for action

Contemplation

GOAL: Person will examine benefits and barriers to change.

YOUR ROLE:

- ✓ develop and maintain engagement
- ✓ personalize risk factors
- ✓ explore the person’s perceived “bottom line.”

Can be more straightforward

Cues for Preparation

- ❖ Specific planning for change relatively soon (aiming within a month)
- ❖ Examining strengths & capabilities
- ❖ Setting goals and making commitments
- ❖ Commitment is strengthened

Action

❖ **Actively** modifying...

- ❖ Behaviors
- ❖ Emotions
- ❖ Surroundings

...in specific ways

- ❖ Behavior change is the main focus
- ❖ Reevaluating of self-image
- ❖ Grief Issues

Action

- ❖ Maintaining focus & pursuing the goal
- ❖ Improving problem solving skills & functional strategies
- ❖ Staying Focused (preventing relapse/backslide)
 - ❖ learn to detect and guard against triggers
 - ❖ identifying & changing destructive thought processes and emotional responses
 - ❖ develop new coping skills to handle relapse prone situations.

Maintenance

(takes minimum 6 mo Action – up to 2 yrs Action)

“We are what we repeatedly do. Excellence, therefore, is not an act, but a habit.”

Aristotle

- ❖ Achieved the goal and sustaining the gains
- ❖ Continuing healthy strategies
- ❖ Maintaining focus
- ❖ Pursuing new/complementary goals and activities

Relapse:

A step back

NOT

Necessarily a failure



“You can’t fall
off a mountain”

Jack Kerouac

Relapse/Recurrence

- ❖ Total behavior change in the beginning is rare
- ❖ People backslide, even those serious about behavior change
- ❖ Triggers exist for all of us (HALT)
- ❖ Intensity of this stage is **MAJOR** indicator of investment in the goal

Stages of Change Model

- ❖ A person in any later stage can move to any former stage... is often a normal part of change
- ❖ Time in any stage may be transient (lasting for moments, minutes, days, weeks...)

WARNING!!!

Mismatching your intervention to the client's stage of change fosters non-compliance



**When you get attached
to an outcome
and
you push a quicker pace,
you facilitate “resistance”**

**Stages of Change are
target specific -
not person specific**

**“This person is pre-contemplative about
his/her target behavior”**

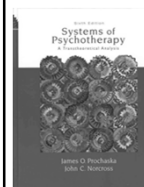
NOT

“This person is in the precontemplative stage”

NOT

“He/she is a precontemplator”

Stages of Change
Theory/Practice

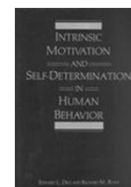


**Systems of
Psychotherapy: A
Translational
Analysis** by James O.
Prochaska & John Norcross

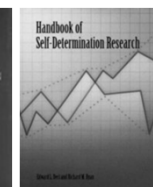


**Changing for Good:
A Revolutionary
Six-Stage Program
in Human Behavior**
by James O. Prochaska,
John Norcross, Carlo
Diclemente

Self-Determination
Theory/Practice



**Intrinsic Motivation
and Self-Determination
in Human Behavior**
by Edward L. Deci & Richard
M. Ryan



**The Handbook of
Self-Determination
Research** by Edward L.
Deci & Richard M. Ryan



Thomas Gordon's 12 Roadblocks



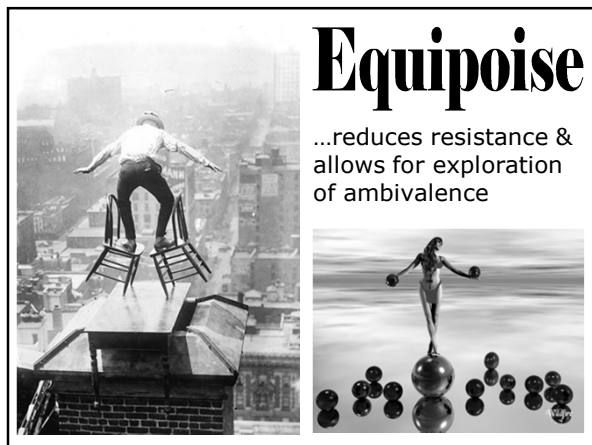
1. Ordering, directing
2. Warning, threatening
3. Giving advice, making suggestions, providing solutions
4. Persuading with logic, arguing, lecturing
5. Moralizing, preaching
6. Judging, criticizing, blaming



Thomas Gordon's 12 Roadblocks



7. Agreeing, approving, praising
8. Shaming, ridiculing, name calling
9. Interpreting, analyzing
10. Reasoning, sympathizing
11. Questioning, probing
12. Withdrawing, distracting, humoring, changing the subject



Resistance



- ❖ "The force that opposes motion"
- ❖ Not an individual - relationship oriented
- ❖ Any message that someone or something else is the problem
- ❖ Occurs only within the context of a relationship or system – "lightning rod"

Carl Roger's Paradox

"Acceptance facilitates change, while perceived expectation of change generates resistance"

Resistance



vs.

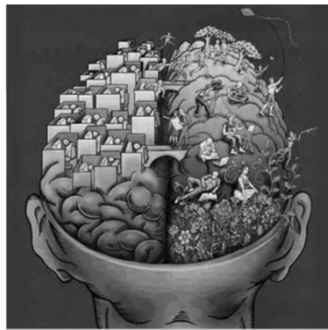
Ambivalence



Carl Roger's Paradox

People are often more persuaded by what they hear themselves say than by what other people tell them.

Reflective Listening



"Listening looks easy, but it's not simple. Every head is a world."

Cuban proverb

Reflective Listening

- ❖ Working to understand who they are and what they are about – learning the role
 - ❖ You...
 - ❖ It's...
- ❖ SELECTIVE Reflections
- ❖ The most important, strategic, and challenging skill.
- ❖ "Work... disability... depression..." have different meanings for people

Reflective Listening

"Even though nothing has happened, I've been feeling more depressed lately."

Simple Reflection	Repeating an element of what the speaker has said	"You've been more depressed lately"
	Staying close to what the speaker has said with some synonyms	"You are feeling a little more sad about life than usual."
Complex Reflection	Inferring/guessing at the speaker's meaning and reflecting it back	"You are struggling right now and want to understand why you keep sliding backwards."
	Emphasizing the emotional dimension through feeling/metaphors	"It's like a cloud that's descended on you and taking your energy."

Reflective Listening

SELECTIVE reflections...



Reflective Listening

- ❖ A sophisticated reflection substitutes new words for what the client has offered or makes a guess about the unspoken meaning/feeling(s).
- ❖ The counselor can venture the next sentence in the client's paragraph thus "continuing the paragraph."
- ❖ Can strategically understate or overstate what the speaker has offered.

Reflective Listening

Empathy =

How he/she feels

DIRECTION =

What he/she wants

Reflective Listening

"With this back injury and losing my job, I've been feeling more depressed lately. I never thought I would be asking the state to bail me out, but I need help soon just to keep our house."

Empathy (How he/she feels)

"The fact that you are even here is almost impossible to comprehend, and the situation has been way harder on you emotionally than you expected it to be."

DIRECTION (What he/she wants)

"Staying on top of your bills is a top priority for you, so you are ready to start looking at what we can strategize together to get you prepared for the right employment opportunity."

In ordinary counseling sessions, questions often outnumber reflections by a ratio of

10Q:1R

Counselors "competent" in Motivational Interviewing

1Q:2R

Sustain Talk

- ❖ Any rationale for why behavior is not going to change
- ❖ Any message of being stuck or planning on staying the same
- ❖ One side of the coin of ambivalence



Sustain Talk



Desire for Status Quo

Inability to Change

Reason for Status Quo

Need for Status Quo

Commitment to Status Quo

No Behavior Change

Sustain vs. Resistance

SUSTAIN Talk

Staying the same
Stuck talk
Status quo
About his/her behavior
Natural w/ ambivalence

RESPONSE:

Rescue change talk
"You want..."

RESISTANCE Talk

Relationally oriented
Focusing outside self
Fight Talk
Lightning Rod
Making it personal between you two

RESPONSE:

Empathic reflections

Change Talk

- ❖ Change talk is client speech that favors movement in the direction of the change
- ❖ Natural with ambivalence - opposite side of Sustain Talk
- ❖ What the client really wants, "Top of the Mountain", aligned with underlying goals &/or values

Listening for Change Talk

FedEx

DESIRE: *want, wish, like*

ABILITY: *how could, might, can*

REASONS: *should, because*

NEED: *have to, need, important*

Change Talk

Desire for Change

Ability to Change

Reason to Change

Need for Change

Commitment

Activation

Taking steps

Behavior Change

Listening for Change Talk

- ❖ Your sense of his/her "Top of the Mountain"
- ❖ Vision of happier and/or healthier
- ❖ Hypothetical statements about change
- ❖ Problem recognition
- ❖ Virtues of changing - "stating the case"
- ❖ Identity (I'm not THAT person)
- ❖ Envisioning - "should" statements

Decisional Balance Scale

Value/Benefits of NOT Changing	Value/Benefits of Changing
<p>What do you like about what you're currently doing? What do you like about...? Why is it working for you...? What are some other reasons?</p> <p>•More relaxed •More fun at parties •Don't have to think about my problems</p>	<p>Why is it important to make this change? What effects would (change) have on you? What other benefits would there be if you made this change?</p> <p>•Increased control over my life •Support from my family and friends •Less problems at my job •Feel better, better health •Have more money</p>
<p>Cost/Consequences of Changing</p> <p>What things are keeping you from changing? What types of problems/stressors could the change cause?</p> <p>•Increased stress/anxiety •Feel more depressed •Increased boredom •Sleeping problems</p>	<p>Cost/Consequences of NOT Changing</p> <p>What is the primary concern you have about your current behavior? What are other consequences if you don't make any change?</p> <p>•Disapproval from family •Money problems •Damage close relationships •Increased health risks</p>
<p>SUSTAIN</p>	<p>MOTIVATION</p>



Decisional Balance Scale	
Value/Benefits of NOT Changing What do you like about what you're currently doing? What do you like about...? Why is it working for you...? What are some other reasons? <hr/> •More relaxed •More fun at parties •Don't have to think about my problems	Value/Benefits of Changing Why is it important to make this change? What effects would (change) have on you? What other benefits would there be if you made this change? <hr/> •Increased control over my life •Support from my family and friends •Less problems at my job •Feel better, better health •Have more money
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<input type="button" value="SUSTAIN"/>	<input type="button" value="MOTIVATION"/>

***CONTINUED RESISTANCE**

If resistance (re)surfaces, **you** are moving too far ahead of the client in the change process. With resistance, "more" intensity is not better. More intensity increases defensiveness, producing negative outcomes.

STOP DROP RoLL

STOP Whatever it is that you are doing – pushing, confronting, educating, explaining, etc.

DROP
Your agenda
Your righting reflex

RoLL ...with resistance by reflecting viewpoint of the individual from a place of equipoise

Eliciting Change Talk

Importance/Confidence Ruler

Querying Extremes

Looking Back / Looking Forward

Evocative Questions

Decisional Balance

Goals and Values

Elaborating

Importance/Confidence Ruler

IMPORTANCE SCALE:
 How important is it for you right now to...? On a scale from 0 - 10... what number would you give yourself?
 0 _____ 10

CONFIDENCE SCALE:
 If you did decide to change, how confident are you that you would succeed? On a scale from 0 -10... what number would you give yourself?
 0 _____ 10

Importance/Confidence Ruler

IMPORTANCE SCALE:

"An eight? Explain to me why you are an eight and not a seven."

CONFIDENCE SCALE:

"You are at a six? What would it take for you to move from a six to a seven?"

Change Talk Balloon

Importance Balloon

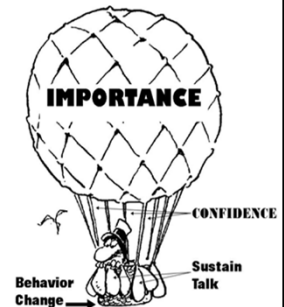
- * Includes the WHY for the client
- * Inflate balloon FULLY by evoking and elaborating on Change Talk

Confidence Cables

- * Strengths, skills, abilities, past success
- * What would be helpful to get you to that goal?

Behavior Change Basket

- * Commitment Talk
- * One thing sure you can do
- * Steps and Plan for Change



Querying Extremes

Worst Case Scenario



Best Case Scenario



LOOKING FORWARD



LOOKING BACK



Eliciting Commitment Talk

Evoke, explore, expand Change Talk... work to strengthen and elicit COMMITMENT to Change:

I will, I'm going to, I plan on, I'm ready, I know I will

Evoke and strengthen CHANGE talk and work towards COMMITMENT Talk

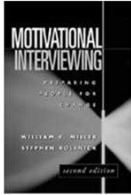
Change Talk

- Want to
- Have to
- I could
- I should
- I need to
- I wish
- It's important to me
- I'd like
- I was able to
- I hope
- Would be good
- I'm thinking

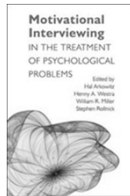
Commitment Talk

- I intend to
- I'm ready to
- I am going to
- I plan to
- I think I will
- I expect to
- I will
- I promise
- I swear
- I know I will
- I'll try

Motivational Interviewing



Motivational Interviewing, Second Edition: Preparing People for Change by William Miller & Stephen Rollnick



Motivational Interviewing in the Treatment of Psychological Problems by William Miller, Stephen Rollnick, Hal Arkowitz, & Henry Westra



Motivational Interviewing in Health Care: Helping Patients Change Behavior by William Miller, Stephen Rollnick, & Christopher Butler

Motivational Interviewing

www.samhsa.gov

TIP 35

